



# REFLECT Reconciliation Action Plan

JANUARY 2023 – JUNE 2024





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THE ORANGE AND YELLOW ELEMENT ABOVE REPRESENTS CULTURALLY LED AND INFORMED RESEARCH.

## Reconciliation Australia CEO Message

Reconciliation Australia welcomes the Translational Research Institute to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

The Translational Research Institute joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables the Translational Research Institute to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Translational Research Institute, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

### **Karen Mundine**

*Chief Executive Officer  
Reconciliation Australia*



## Our business

**Our Vision:** *Exceptional Science. Healthier Lives.*

**Our Purpose:** *Transforming health through collaborative research.*

The Translational Research Institute (TRI) is a leading Australian medical research, development and translation facility. It is home to a broad range of cutting-edge research into cancer, chronic diseases, mental health conditions, immunology, genetics and more. TRI's priority is partnering scientific development with clinicians and the MedTech sector to ensure new discoveries progress quickly and improve patient outcomes and commercial return. To this end, TRI is at the interface of science, medicine and industry.

Situated on the Princess Alexandra Hospital precinct in Brisbane, TRI comprises a corporate entity (TRI Corporate) and four research partners: Queensland Health, The University of Queensland, the Queensland University of Technology and Mater Research. The Institute is supported by grants from the Queensland and Commonwealth Governments.

TRI houses more than 1000 leading researchers, support staff and students. The Institute has two clinical trial facilities, one based at the PA Hospital and the other at the Centre for Children's Health Research next to the Queensland Children's Hospital. TRI provides space to start-up companies and to biopharmaceutical manufacturer Thermo Fisher. It is also home to a number of industry bodies.

TRI Corporate currently employs 107 people, however, the Institute houses approximately 800 leading researchers, support staff and students ("TRI Community"). TRI Corporate currently employs two Aboriginal and Torres Strait Islander staff members. The total number of Aboriginal and Torres Strait Islander people working in the TRI Community is unknown.

THIS ARTWORK ELEMENT REPRESENTS BLACK AND WHITE VOICES IN COLLABORATION.

## Our RAP

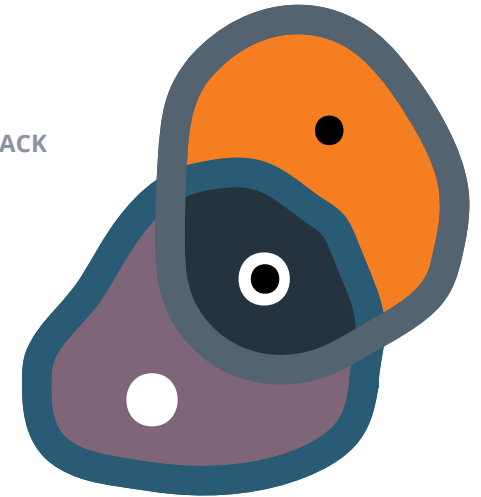
TRI desires, through a collaborative and community approach, to inspire, challenge, inform and transform mindsets, to create more equitable outcomes for all Australians.

TRI's commitment to reconciliation is to ensure that Aboriginal and Torres Strait Islander voices are heard, cultures and practices are respected and that Aboriginal and Torres Strait Island peoples are represented throughout our TRI community. TRI recognizes the importance of RAPs in the journey to reconciliation.

TRI's senior leadership team has embedded the RAP as a strategic priority. TRI has been on a journey with a ground up approach and organic process which is now being developed into the organisation embracing reconciliation as a whole. In its goal to improve health outcomes, it is essential that TRI's RAP considers health outcomes for Aboriginal and Torres Strait Islander peoples.

TRI's RAP will be implemented through collaboration to ensure that it is effective throughout the Institute. TRI has already established a RAP Working Group which has been the foundation of TRI's journey to date. It is comprised of a diverse group of members from across our Institute. Its members include:

- Scott Bell, CEO;
- Kirsten Kiel-Chisholm, Director – Legal Services
- Ryan Galea, Research Assistant – Frazer Institute
- Siobhan Barry, Director – Communications and Marketing;
- Helen Benham, Director – Clinical Translation;
- Paul Clarke, Director – Frazer Institute;
- Hayden Crowley, Aboriginal and Torres Strait Islander Health Worker – PAH;
- Natasha Jansz, Senior Research Officer – Mater Research;



- Jeremy Keevers, CADI Assistant;
- Samantha MacDonald, Laboratory Manager – Microba Life Sciences
- Shivashanker (Shiv) Nagaraj, Research Fellow;
- Jennifer Skinner, Executive Assistant; and
- Charlotte Vivian, Lab Assistant – Microba Life Sciences.

The working group is guided by our Elders: Aunty Beryl Meiklejohn, a proud Quandamooka woman from Minjerrabah, and Uncle Charles Passi, a proud Meriam man from Mer and Erub in the Torres Strait.

Our RAP Champions have been Kirsten Kiel-Chisholm and Ryan Galea. Kirsten has been the executive responsible for driving internal engagement and awareness of the RAP with support from Siobhan Barry and Helen Benham. Ryan was the initial driving force that led to the establishment of the RAP Working Group. Ryan has taken many steps to advance reconciliation within TRI, including his efforts to improve our engagement with Aboriginal and Torres Strait Islander Elders.

In developing this RAP, the working group has been assisted by the Managing Director of Tagai Management Consultants, Murray Saylor, a proud Samsep man from Erub (Darnley Island) in the Torres Strait. The group has also been inspired through its work with Gilimbaa and its Executive Director, David Williams a proud Wakka Wakka man.

TRI is committed to listening and being responsive to the needs of Aboriginal and Torres Strait Islander communities. TRI will create opportunities for all members of the TRI community to listen and to learn. As part of its on-going development, TRI will continue to gather ideas from the TRI community as to how it can best contribute to and promote reconciliation. TRI acknowledges that it will also need to understand the barriers to implementation so that, through facilitation, these can be overcome.

TRI is at the start of its reconciliation journey, considering what we can practically do to make a difference and the actions necessary to do so. The organisational shift that is required will be borne from honest conversations and open minded leadership that is committed to creating change not only internally but externally.

As TRI is made up of a number of partners, each of these is at a different point on the journey. Some individual and organic activities have occurred over the past couple of years which provide a foundation for growth. This RAP is the beginning of a coordinated and collaborative approach to reconciliation across the institute.

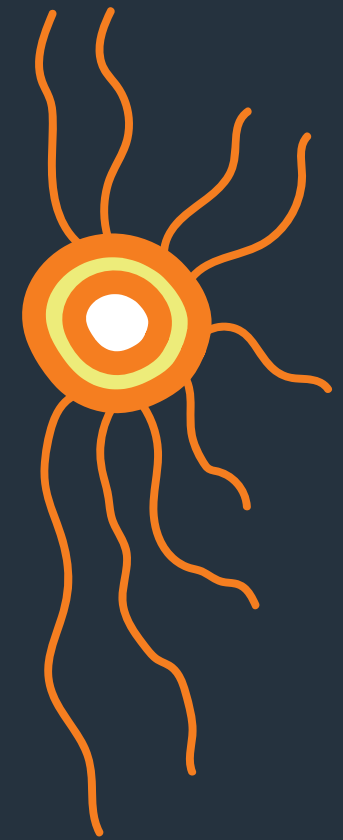
## Our partnerships/ current activities

### Community partnerships

- Through Career Trackers, the University of Queensland and the Frazer Institute link Aboriginal and Torres Strait Islander university students with employers for paid, multi-year internships.
- Supply Nation certified businesses – TRI is seeking to engage the services of businesses that are Supply Nation Certified. To date this has included using such businesses for advisory services, catering and uniforms.

### Internal activities/initiatives

- Inaugural TRI-wide National Reconciliation Week event on 2 June 2022 with a celebration of Aboriginal Cultures and open discussion on reconciliation.
- NAIDOC week seminar
- Town Hall with a focus on reconciliation –panel presentation and discussion on “What does reconciliation mean to you?”



**THIS ARTWORK  
ELEMENT REPRESENTS  
CULTURALLY LED AND  
INFORMED RESEARCH.**



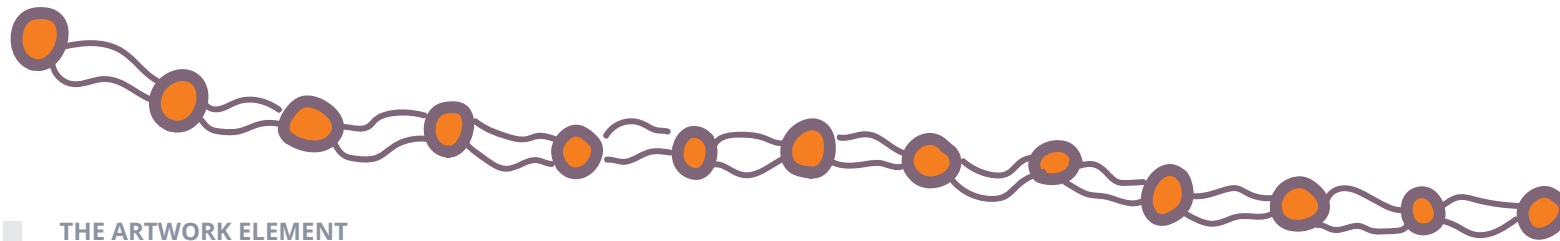
## Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	April 2023	CEO with support from the RAP Working Group (RAP WG)
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	May 2023	COO
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023 and May 2024	Director - Communications and Marketing (C&M)
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June in 2023 and 2024	CEO with support from RAP WG
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June in 2023 and 2024	CEO with support from C&M Team
3. Promote reconciliation through our sphere of influence.	Hold an institute wide event to celebrate and promote NRW.	27 May – 3 June in 2023 and 2024	Director - C&M
	Communicate our commitment to reconciliation to all staff including through induction materials and staff meetings.	June 2023	CEO
4. Promote positive race relations through anti-discrimination strategies.	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	March 2023	COO with support from RAP WG
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	March 2023	COO with support from RAP WG
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	March 2023	Human Resources (HR) Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2023	HR Manager



# Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	December 2023	COO with support from HR Manager
	Conduct a review of cultural learning needs within our organisation.	March 2023	HR Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	June 2023	COO with support from RAP WG
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2023 and 2024	COO with support from RAP WG
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2023 and 2024	Director - C&M
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2023 and 2024	Director - C&M
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023	COO with support from RAP WG



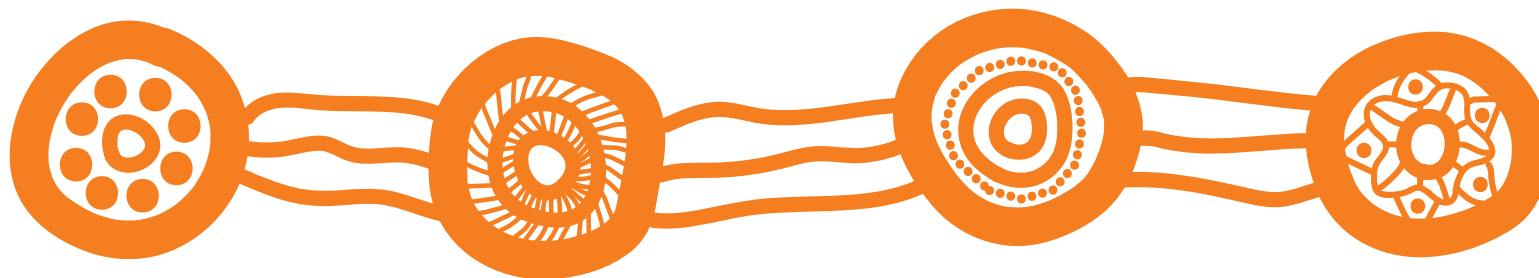
THE ARTWORK ELEMENT REPRESENTS KNOWLEDGE.





## Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	December 2023	HR Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities within TRI Corporate.	March 2023	HR Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	July 2023	TRI Head of Procurement
	Investigate Supply Nation membership.	December 2023	TRI Head of Procurement



THE ARTWORK ELEMENT REPRESENTS THE TRI GOALS OF PARTNERSHIPS, COLLABORATION, EXCELLENCE AND RELATIONSHIPS.



## Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	January 2023	Company Secretary
	Draft a Terms of Reference for the RWG.	March 2023	Company Secretary
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	March 2023	Company Secretary
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	March 2023	COO with support from the RAP WG
	Engage senior leaders in the delivery of RAP commitments.	March 2023	CEO
	Appoint at least two senior leaders to champion our RAP internally.	March 2023	CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments.	March 2023	COO
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2023, 2024	COO
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2023	COO
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2023	COO
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2023	COO



## TRI RAP artwork

"Let their voices guide us and  
connect us to a healthier future."  
artwork by David Williams of  
Gilimbaa.



## Artwork Story

**“LET THEIR VOICES GUIDE US AND CONNECT US TO A HEALTHIER FUTURE.”**

This artwork tells the story of TRI's reconciliation journey. A story that started with collaboration. A story built on the strength of its relationships. A story whose future depends on connection.

The connections are not only between the Indigenous and non-Indigenous voices working together within TRI, but between the traditional knowledge and contemporary technology that lies at the heart of its work. When these are combined, culturally led and informed research enriches and strengthens its story.

Only by meaningful words and brave actions can TRI inspire and challenge others while transforming its own path; making sure the connections it builds keep this story on course.

Through this spirit of connection and collaboration, First Nations voices are embedded throughout TRI, allowing culture to be celebrated, stories to be shared, and a better future to be had by all.

## Contact details

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TRI 

TRANSLATIONAL RESEARCH INSTITUTE  
AUSTRALIA

